

THE POWER OF MENTORING

"Shaping Mentoring's Future"

Mentoring Conference

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Dr. Susan G. Weinberger

a.k.a. Dr. Mentor

President, Mentor Consulting Group

DrMentor@aol.com

www.mentorconsultinggroup.com



HISTORICAL PERSPECTIVE

- Greek Mythology: Homer and the Odyssey
- Western thought
- Apprenticeship programs
- 1904 Ernest Coulter – NYC
Birth of Big Brothers/Big Sisters of America
- Clinical Mental Health and Adoption Fields



HISTORICAL PERSPECTIVE

- Juvenile & Family Court: *court appointed special advocates*
- Elders – Native Americans
- Ancient Orient - Martial Arts Master (shi-fu) and Disciples (tu-di)
- 1970-1980's Corporate Incarnation of Mentoring and 1978 – HBR
- 1981 – Eugene Lang (IHAD)
- 1983 – School-based mentoring
- New teacher team with seasoned one



Mentoring

- An idea whose time has come
- Straightforward, relatively inexpensive, volunteer-driven approach
- Won the hearts and minds of powerful allies
- Recalling the importance of one caring adult who had made a difference in our lives
- BUT – has quality been redefined as quantity? In this climate of heightened pressure to show numbers, mentoring organizations can fall prey to trivializing what is at the very heart of their intervention –



Current USA Initiatives

- April 28, 1997 Summit for America's Future now - *AMERICA'S PROMISE*
- January 2002 First National Mentoring Month
- Postage Stamp: Mentor A Child
- *Coaching and Mentoring for Dummies*
- 2004 Funding levels highest in history
- \$100 million US Dollars – DOE and DH&HS 2006 Funding levels reduced 40%
- Corporation for National and Community Service call for 3 million new matches by 2010
- Creation of SafetyNET



SafetyNET

- New era for mentor screening, an expensive barrier to mentoring
- Chance to access FBI fingerprint background checks
- Faster, cheaper, easier
- 3-5 business day turnaround
- Program available through January 2008
- Hundreds programs now nationwide actively using SafetyNET to ensure maximum screening protection



WANTED ALL TO KNOW ABOUT SCHOOLS

SCHOOLS SELECTED FOR MENTORING SHOULD NOT
BE BASED SOLELY ON NEED

- Approvals by every Superintendent of Schools and Boards of Education
- Outstanding educational leader as principal
- Cohesive teaching staff
- Friendly secretary in main office
- Atmosphere that welcomes volunteers and parents and agencies who care
- Identification of school liaison – no pay but lots of perks
- Flexible schedules for mentoring
- Full partner in the process
- Consistency in their belief in mentoring



Mentoring – The Movement

USA – urban, suburban, rural populations being served

- *Relative Caregivers*
- *Native Americans (16 Boys & Girls Clubs)*
- *Faith-based community*
- *Children with Disabilities; Critically ill children*
- *Children of Prisoners*
- *Juvenile Justice*
- *Similar career interests*
- *Foster Care; runaways*
- *Incarcerated Youth and those being released*



MENTORING

Contemporary Definition

- Mentoring - A structured and trusting relationship that brings young people together with caring individuals who offer guidance, support, and encouragement aimed at developing the competence and character of the mentees



TYPES OF MENTORING PROGRAMS

INFORMAL

- No time requirements
- No regular contact between mentors and mentees
- No assistance to the relationship by any organization or agency
- No entrance criteria

My first mentor!!!



TYPES OF MENTORING PROGRAMS

FORMAL

- Long-term, deliberate relationship
- Third party (organization, schools, agency) leads the effort
- Minimum time requirements – 1 hour/week
- Screening and matching process
- Frequent and regular contacts between mentors and mentees
- Support from organization, schools, agency
- Specific focus: social, career, employability, life, academic



Research:

Strong Relationships

- Strongest factor – extent to which youth and mentors engage in social activities

Herrera & colleagues (2000)

- Use of social discussion in matches predicted greater likelihood that mentees would report that their mentors were significant adults in their lives

DuBois, Neville, Parra, Pugh-Lilly (2002)



Why has formal mentoring become so popular?

- More women into the workforce
- 80% of students in U.S. schools now have working mothers
- After school, kids have few alternatives to hanging out on street corners or in unsupervised homes



Formal Mentoring

- Fewer parents available to provide transportation or serve as leaders in after school programs
- Middle class, two parent, suburban families schedule children into array of disconnected activities with no time for family dinners and informal interactions with adults



WHO NEEDS MENTORING?

- *Myth needs to be dispelled*
- Poor and rich
- Minority and majority
- One-parent & two parent intact families



Broad Trend in American Life

A social transformation

- Reduction of adults in youths' lives
- Both parents working
- Prevalence of one parent families
- Growth of distinct youth culture
- Reduction of local funding for school-based & after-school programs
- Legal and practical reasons why employees in public systems are discouraged from befriending youth



Locations of Mentoring

Site-based

- Schools
- Workplace
- Churches, Synagogues
- Community Centers
- Residential facilities
- Prisons

Community-based

- At discretion of mentor and mentee



Shapes and Sizes

- Adults mentoring youth
- Peer to peer
- Group mentoring
- Team/Buddy mentoring
- Couples mentoring
- Family mentoring
- E-mentoring



Barriers to Creating Programs

- Lack of adequate funding
- Inability to eliminate that four letter word: *"TURF"*
- Expensive screening procedures
- Limited number of willing volunteers
- More female than male volunteers
- Mentoring is simple, not easy; need to ensure maximum protection and follow effective practice



NO CHILD LEFT BEHIND

Thoughts:

- Our children ARE being left behind
- Focus on systemic reform: higher standards, proven curriculum, improved test scores, closing the gap, teaching to the “test”
- But also human capital who impact these youth and motivated them to learn? The teacher, a mentor?
- Need to correlate high standards in a meaningful and relevant context



THOUGHTS

- 20 years ago, John Goodlad asked?

“Why are schools not places of joy?” “

- Joy is in short supply; yet children learn best when they are happy

(Nel Noddings book *Happiness and Education*)



2006 RECRUITMENT EFFORT

- Target first wave of Baby Boomers – millions of Americans who turn 60
- Change language from senior citizens and retirement to reinventing aging
- These boomers will live longer, retire earlier, enjoy greater health and can benefit from civic engagement



About Single Parents

- Getting a bad rap
- Often working two and three jobs
- Demand creates stress and a lack of support for their children
- Increased amounts of unsupervised time
- Youth facing pressures and risks in isolation
- Parents can't do it all

*“Children are starving today
but not just for a healthy meal.
They are starving for adult
attention!”*

Dr. Mentor



Youth – Most Prevalent Problems

- Negative feelings about themselves
- Poor relationships with family members
- Poor grades
- Hanging out with the wrong crowd
- Getting in trouble at school
- Dropping out of school



Youth related issues

- Peer and family pressure
- Bullying
- Substance abuse
- Depression and suicide
- Nutrition and obesity
- Sexuality and teenage pregnancy
- Youth crime – shoplifting; gangs



Youth related issues

- Performance related stress (academics)
- Loss of communication
- Child abuse and family violence
- Lack of support system
- Loneliness and isolation
- Lack of moral development
- Lack of connection to cause, purpose



Four things kids need

- Action

(words and promises are not enough)

- Consistency

(someone to count on and trust)

- Truth

(excuses and fabrications destroy the truth)

- Time

(one on one, face to face time with caring adult)

The letters also spell ACT!!!!

Source: **Fairfax County VA Juvenile Court**



Case for Mentoring

A Sound Investment

- One year in prison cost \$25 – 50K in USA
- Every young person who drops out of school for a life of drugs and crime costs a state between \$1.5 & \$2 million
- \$500/year/child School-based mentoring
- \$1200/year/child Community mentoring



Carnegie Corporation Task Force on Youth Development

- Q. What do you (high school students) want to do the most in your free time?
- A. *“Long talks with trusting and trustworthy adults who know a lot about the world and who like young people”*



RESEARCH 1989-2004

- Louis Harris
- Public Private Ventures
- Child Trends
- School staff
- Dr. Jean Rhodes
- Mentor Consulting Group
- Corporate Volunteer Programs



Research: Louis Harris Poll 1989 400 high schoolers

- Reported their mentors helped them raise their goals and expectations
- Improved their academic performance
- Benefited in some way from their mentoring relationship



Research: Watershed Study

Big Brothers Big Sisters of America

Reduced likelihood of:

- Initiating drug or alcohol use
- Engaging in physical violence
- Negative behaviors

Watershed Study Public/Private Ventures 1995



Big Brothers continued

- Improved:
- Attitudes toward school
- Family and peer relationships
- School performance
- School attendance



Research: Child Trends

- Fewer unexcused absences than those who did not participate
- Less likely to initiate drug use
- positive attitudes towards schools and the future
- Better outcomes when engaged for 12 months or more

Mentoring: A Promising Strategy for Youth Development
February 2002



Research:
Social Workers/Counselors
"Our case loads have been reduced"

Nurses:
"Youth who used to visit us every day with headaches and stomachaches don't anymore"

(Source: 2003 7,576 referrals to nurse – kids who were not sick Basalt, Colorado Elementary School: Decade of Findings)

Mentor Consulting Group Norwalk, CT USA



Research: Providing emotional bonds

- Leads to more positive, trusting interactions with mentees' parents and peers
- Better parental relationships are associated with higher levels of academic achievement and self-esteem and lower levels of delinquent behavior

Jean Rhodes, Ph.D. *Stand By Me* 2002



Benefits to Mentees

"just one hour a week"

Improved

- Academic performance
- Attendance
- Attitudes
- Communication Skills
- Peer and family relationships

Decade of findings: Mentor Consulting Group,
Norwalk, CT USA



Benefits to Mentees

Decreased

- Anger
- Hostility
- Bullying
- Need for attention
- General delinquent behavior

Decade of findings Mentor Consulting Group,
Norwalk, CT USA



Research:

What parents say Their Children

- Listen better
- Have better attitude about school
- Feel better about themselves
- Seem more responsible
- Are better behaved at home
- Enjoy time spent with mentor

Source: Norwalk Mentor Program Parent Survey 2003



Turning Point: Engaging the Public on Behalf of Children 2004

Public Opinion study conducted by the Advertising Council - 2004

- **1995: Most Americans blamed parents for the problems children were experiencing**
- **2004: Most Americans (72%) say that raising children is the responsibility of parents *with the support of others in the community.* (It takes a whole village to raise a child)**



What do any nation's largest corporations want?

Employee:

- *Retention*
- *Productivity*
- *Satisfaction*
- *Improved morale*
- *Leadership*
- *Pride and*
- *Social responsibility*

Mentor Consulting Group, Norwalk, CT USA



Does mentoring pay off?

MENTORS BENEFIT, too!

- *"We spend a great deal of time discussing and reporting the benefits to the youth but equally important are the benefits to the mentors"*
- Organizations founded on the principle TO SERVE not BE SERVED, should be reminded of the research on the benefits to *mentors!*

Dr. Susan G. Weinberger



IPSOS-REID POLL

August, 2003 CANADA

- 55% of Canadians have consciously DECIDED to buy a product or service from one company over another *BECAUSE THEY FELT THE COMPANY WAS A GOOD CORPORATE CITIZEN*
- *52% have consciously REFUSED to buy a product or a service from a company not conducting business in a socially responsible way*



Doing Well by Doing Good 2004

The State of Corporate Citizenship

Business is on the road to economic recovery and is assessing the lessons learned from recent corporate scandals

- *Corporate citizenship is the way to build brand values, create competitive differentiation, cement stakeholder loyalty and drive preference*

- » Source: Change Golin Harris
- » Trajectory of Corporate Citizenship in American Business



Findings

- *Doing good*-a smart, pragmatic business strategy for *doing well*.
- As business does better at the bottom line, Americans are expecting that brands do better at meeting and exceeding their corporate citizenship obligations.
- ***More than 2/3rds of Americans say corporate citizenship is important to their trust in a business. To 69% of Americans surveyed, corporate citizenship is an important consideration to trusting a business.***



Top 10 Corporate Citizenship Issues to address - work to find solutions

- #1 – Environment and Pollution
- #2 – EDUCATION
- #3 – Energy Conservation



TOP 10 Corporate Citizenship Drivers

- #6 – Company gets involved with and invests in the community other than a crisis
- #7 – Company demonstrates a long term commitment to a cause or issue
- #10 – Company's employees are active in the community



Mentoring in America

- 2002 National Mentoring Poll sponsored by AOL Time Warner Foundation

Q: What would encourage potential mentors to volunteer?

A: Employer provides time (N-279; 67%)

*A: Employer encourages employees to volunteer
(61%)*



Major Concern in the USA

- More women than men are signing up for mentoring
- Some men feel they are not nurturing enough and do not want to commit
- Men fear they will be unsuccessful at mentoring
- Best way to recruit men – have another man ask them! 1 to 1



Dr. Phil

- Spoke to Larry King Live on 5/14/03
- Dr. Phil's comment:
- *"Men speak 1500 words a day.*
- *Women speak 5000 words a day."*



REASONS FOR DIFFERENCES

- In their 1986 meta-analysis of helping behavior, Eagly and Crowley found that men offered and responded more to instrumental, heroic, and chivalrous forms of helping, while women offered and responded more to social, nurturing, and caring forms of helping.[\[i\]](#)
- The roots of this difference appear to extend into childhood. Compared to boys' friendships, girls' friendships tend to be predicated more on intimacy, empathy, and self-disclosure.
- [\[i\]](#) Eagly, A., & Crowley, M. (1986). Gender and helping behavior: A meta-analytic review of the social psychological literature. *Psychological Bulletin*, 100, 283-308.



IT IS TIME

TO PUT THE

MEN

into

MENtoring



ALLSTATE INSURANCE CO. TEACHER EVALUATIONS

Pre/post survey results

- Three areas studied:

1. Work habits
2. Social Skills
3. Academic Interest
and Mastery



TEACHER FINDINGS

Youth who were mentored *improved*:

Self confidence

Classroom participation

Communication skills

Task completion

Tolerating frustrations

Interest in and mastery of reading, a
favorite and primary mentoring
strategy

Mastery in mathematics



Allstate Study 2000

- Return to work happier
- Increase morale
- Better satisfaction with job
- Feel better about themselves
- Learn more about themselves
- Improved values & beliefs
- Improved understanding of schools

Mentor Consulting Group Outcome Evaluation Allstate Insurance Co.

Mentoring Program at Euclid Elementary School, Northbrook, Illinois



Allstate Study (continued)

- Improved attitudes at work
(86% said no desire in pre 75% in post)
- Fresh perspective on their life
- Company cares about community
- No sacrifice of extra time at work – them or co-workers
- 100% agreed that small social programs can make a difference



Allstate Impact on youth

HELPED YOUTH TO:

- Try harder
- Improve grades
- Stay out of trouble
- Improve self-concept
- Improve attitudes toward school
- Interact socially



YOUTH RESPONSES

- Personal interview with each child
 - What is your favorite subject in school?
 - What do you want to be when you grow up?
 - How do you feel when you are with your mentor?
-



Allstate Mentee: How do you feel when you are with your mentor?

SAFE



NEWEST FINDINGS - 2006

- 1) Close emotional connections between youth and mentors appear to be fostered by simply having fun and enjoying each other's company (Spencer & Rhodes, 2005)
- 2) Successful development of a mentoring relationship is more likely when the adult demonstrates attunement to the needs and interests of the youth and the ability to adapt his or her approach accordingly (Pryce, 2006; Spencer, 2006)



2006 FINDINGS

- 3) Gains in relationships youth have with parents, peers and other adults such as teachers (Karcher, Roy-Carlson, Benne, Gil-Hernandez, Allen & Gomez, 2006)
- 4) Favorable results when mentoring is used as a vehicle for delivering or brokering access to other services rather than simply being an “add on” and having little or no connection to other program components (Kupermine, et.al., 2005)
- Relationship between mentoring and a reduction in depression – in turn related to other beneficial outcomes such as handling conflict better AND fewer self-reported instances of arrest (P/PV 2006)

